



June 9, 2009

## **MEMORANDUM**

**TO:** Management Liaisons and Affirmative Action Contacts

**FR:** Nancy Berggren, Chief Operating Officer

**RE:** Workforce Planning, Diversity, and Affirmative Action

I am writing regarding this year's plans for meeting your workforce planning, diversity, and affirmative action objectives. Because these three functions support one another in achieving a qualified and diverse workforce, we are combining them into one comprehensive report: the *FY 2010 Workforce Plan*. I believe this approach will be more effective and a more efficient use of our resources.

### **I. Workforce Plan – Diversity/Affirmative Action Plan for FY 2010**

Per 19B of the Iowa Code, each state agency shall submit an affirmative action plan with accomplishments to DAS by July 31 of each year. Many of the components that make a good diversity plan are included in the workforce plan that you have already completed: analyzing the composition of your workforce, establishing goals for hiring and development, and determining gaps that exist between your current status and your goals. Because diversity elements are an integral part of a workforce plan, the *FY 2010 Workforce Plan* which some of you have already submitted a draft plan will be used as your *FY 2010 Affirmative Action and Diversity Plan and Report*. DAS will then incorporate your submission into the Executive Branch *FY 2009 Affirmative Action/Diversity Annual Plan and Report Summary*, which is due by September 30, 2009 to the Governor and General Assembly.

### **II. Diversity/Affirmative Action Plan for FY 2009**

However, one thing that is not included in the Workforce Plan is your Diversity Report for FY 2009. You must complete a report on your goal accomplishments for FY 2009 in the following areas:

- Hiring Practices
- Recruitment
- Retention
- Training
- General Programs to Promote Diversity

Please submit your progress against your FY 2009 plans in each of these categories by July 31, 2009. For your convenience, we have included a template – titled, *FY 2009 Diversity/Affirmative Action Progress Report* – which you may use to report your progress and accomplishments. DAS will then summarize this information into the *FY 2009 Affirmative Action/Diversity Annual Plan and Report Summary*. An additional plan will not be necessary next year, as this information is being incorporated in your *FY 2010 Workforce Plan*.

### **III. Affirmative Action Goal Setting**

The Affirmative Action/Diversity Plan and Report that is due each September 30 also requires setting goals to reduce preferential underutilization of females, minorities, and persons with disabilities. The Affirmative Action goal-setting process to eliminate preferential underutilization has been incorporated into the *FY 2010 Workforce Plan*. In Phase 2.b of the Workforce Plan you are asked to:

- Provide underutilization data from your third quarter *FY 2009 Progress toward Affirmative Action Goals - Quarterly Tracking Report*.
- Identify job classes from your third quarter *FY 2009 Job Class Underutilization Report*.
- Provide numeric goals for FY 2010 for job classes identified as underutilized and likely to present hiring opportunities in FY 2010.

If the underutilization in a given category has been long standing, please identify known barriers in your Phase 2.c. gap assessment and develop your Phase 3 action plans based on those barriers.

Attached please find the templates for you to use in completing your *FY 2010 Workforce Plan* and your *FY 2009 Diversity/Affirmative Action Progress Report*. The only changes to this template from the original Workforce Planning documents you have seen include:

- Phase 2.b – Supply Information, charts added (pages 24-26):  
 Affirmative Action – Preferential Underutilization – Females  
 Affirmative Action – Preferential Underutilization – Minorities  
 Affirmative Action – Preferential Underutilization – Persons with Disabilities
- Phase 2.c – Assess Gaps and Devise Strategies (page 29):

Diversity and Affirmative Action sections were split into two separate sections.

- Phase 3 – Develop and Implement Action Plan (pages 31 and 32)

Diversity and Affirmative Action sections were again split into separate sections.

The purpose of these changes is to distinguish between the general concept of workforce diversity and the specific concept of affirmative action. Workforce diversity encompasses broad concepts such as cultural competency, inclusiveness, and organizational awareness, while affirmative action targets specific areas where remedial actions are necessary within specific areas of the workforce.

Please submit these reports to Nancy Berggren at [nancy.berggren@iowa.gov](mailto:nancy.berggren@iowa.gov) no later than July 31, 2009. If you have already submitted a draft to DAS, please update it into the attached template.

If you have questions regarding the Affirmative Action goal-setting process and would like to meet with DAS, staff will be available on Friday, June 12 at both 8:30 a.m. and 1:00 p.m. to discuss this aspect of the Workforce Planning Program and answer any questions you may have. These sessions will be held in the Hoover Building in Conference Room 6, located on the north side of level A. You may also contact Jesus Estrada at [jesus.estrada@iowa.gov](mailto:jesus.estrada@iowa.gov) with questions regarding the Affirmative Action goal-setting process.

Thank you for your patience as we move to one planning and reporting document. If you have any questions regarding the overall planning process, please contact your DAS Personnel Officer.

cc: Ray Walton, Director